

**'Good eGovernance Practices**  
**followed for**  
**'SUWIDHA'**

Version 1.3

**Department of Information Technology,  
Government of Punjab**

(Now, as per notification no. 1/1/2012-GC(5)/3742 dated 16<sup>th</sup> march, 2012, **Department of Governance Reforms** has been created to perform all e-Governance activities in the state)

**Documentation Supported by:**

**Department of Administrative Reforms & Public Grievances  
Ministry of Personnel, Public Grievances and Pensions  
Government of India**

## Table of Contents

|  |       |
|--|-------|
| 0 DOCUMENT CONTROL.....  | 3     |
| 0.1 DOCUMENT HISTORY .....   | 3     |
| 0.2 CHANGE FROM LAST ISSUE .....   | 3     |
| 0.3 ACKNOWLEDGEMENT .....  | 3     |
| 0.4 DISTRIBUTION LIST .....  | 3     |
| 0.5 REFERENCED DOCUMENTS .....   | 3     |
| 0.6 ABBREVIATIONS .....  | 3     |
| 0.7 GLOSSARY .....   | 3     |
| <br>   |       |
| 1. INTRODUCTION.....   | 4-7   |
| 1.1 BACKGROUND .....   | 4     |
| 1.2 PURPOSE.....   | 4     |
| 1.3 THE SITUATION BEFORE THE PRACTICE.....   | 4     |
| 1.4 ENCOUNTERS AND CHALLENGES FACED .....  | 5     |
| 1.5 STRATEGY ADOPTED.....  | 6-7   |
| <br>   |       |
| 2 SUWIDHA – PROVISION OF CITIZEN SERVICES UNDER DISTRICT<br>ADMINISTRATION IN PUNJAB ..... | 8-15  |
| 2.1 EXECUTIVE SUMMARY .....  | 8     |
| 2.2 VISION AND OBJECTIVES OF THE PROCESS .....   | 8     |
| 2.3 STANDARD OPERATING PROCEDURE OF SUWIDHA .....  | 9     |
| 2.4 SERVICES COVERED UNDER SUWIDHA .....   | 10    |
| 2.5 STANDARDIZATION, UNIFORMITY AND APPLICABILITY .....                                    | 11    |
| 2.6 TECHNOLOGY USED .....  | 12    |
| 2.7 BENEFITS ACCRUED .....   | 12    |
| 2.8 REPLICABILITY OF THE PROJECT .....   | 13    |
| 2.9.A CURRENT STATUS OF THE PROJECT .....  | 13    |
| 2.9.B FUTURE DEVELOPMENT PLAN .....  | 14    |
| 2.9.C IMPLEMENTATION AGENCIES .....  | 14    |
| <br>   |       |
| 3 STATUS & PERFORMANCE MONITORING OF SUWIDHA CENTRES.....                                  | 16-18 |
| <br>   |       |
| ANNEXURE I.....  | 19    |
| ANNEXURE II .....  | 20    |
| ANNEXURE III .....   | 25    |

### 0.1 Document History

| Version | Status  | Date                             |
|---------|---|----------------------------------|
| 1.0     | Draft   | 22 February, 2011                |
| 1.1     | Formats of performance monitoring simplified and reduced to 2 reports | 27 June, 2011                    |
| 1.2     | Performance Monitoring reports collated from Districts and appended   | 03 <sup>rd</sup> September, 2011 |

### 0.2 Changes From Last Issue

| Ver | Date Updated | Revision Author/Collator                              | Summary of Major Changes Made  | Reviewed By                          | Review Date |
|-----|--------------|---|--|--------------------------------------|-------------|
| 1.0 | 21 Feb '11   | Manu Sharma, Consultant Change Management & BPR, SeMT | Initial document created and reviewed  | Manpreet Singh, Sr. Consultant       | 22 Feb '11  |
| 1.1 | 27 Jun '11   | Manu Sharma, Consultant, SeMT                         | Format of performance monitoring simplified and reduced to 2 reports             | Manpreet Singh, Sr. Consultant       | 27 Jun '11  |
| 1.2 | 03 Sep '11   | Manu Sharma, Consultant, SeMT                         | Performance Monitoring reports collated from Districts and appended              | Ravinder Kaur, AM (HRD), DIT, Punjab | 03 Sep '11  |
| 1.3 | 18 Jan '12   | Manu Sharma, Consultant, SeMT                         | Minor Modifications in Cover Page, Document Control. Suitably modified 1.1 & 1.3 | Ravinder Kaur, AM (HRD), DIT, Punjab | 18 Jan '12  |

### 0.3 Acknowledgements

N/A

### 0.4 Distribution List

|                             |                     |
|-----------------------------|---------------------|
| Sh. A R Talwar, IAS         | PSIT, Punjab        |
| Smt. Kavita Singh, IAS      | DIT, Punjab         |
| Sh. Rajnish Malhotra        | Head – SeMT, Punjab |
| Secretary to Govt. of India | DAR&PG, GOI         |

### 0.5 Referenced Documents

| Number | Title | Reference | Note |
|--------|-------|-----------|------|
|        | N/A   |           |      |

### 0.6 Abbreviations

|     |                                |
|-----|--------------------------------|
| BPR | Business Process Reengineering |
| CI  | Continuous Improvement         |
| CSF | Critical Success Factors       |
| KPI | Key Performance Indicators     |
| MS  | Measurement Systems            |
| PC  | Process Capability             |
| GOI | Government of India            |
| RFP | Request of Proposal            |
| SME | Subject Matter Expert          |

### 0.7 Glossary

N/A

## **1 Introduction**

### **1.1 Background**

Department of Administrative Reforms & Public Grievances, entrusted the task to State Government for sending proposal for professional documentation of initiatives & best practices in good governance which can add value in achieving the common objective of operational excellence across the country.

### **1.2 Purpose**

The purpose of this document is to outline the significance of 'Best Practices' used as a standard for 'SUWIDHA – Single Window eServices' initiated by Government of Punjab under the guise of e-Government projects.

### **1.3 The situation before the practice**

In the past, service delivery mechanisms of the government departments left much to be desired in India. Various significant operational challenges and procedural complexities in Government offices were some of the undesirable features of the working of the government departments. Consequently, a visit to government department by a citizen to make use of any service used to be a disturbing experience. With the rising awareness amongst the citizens and their better experiences with the private sector – the demand for better services on the part of government departments became more pronounced. Public Administration, governed by bureaucratic structures built on rationale principles, which dominated the twentieth century, could not keep pace with the changing requirements of present. In addition the focus was more on following procedures and keeping records.

Consequently the government moved at snails pace. This criticism seems to be harsh and overstated, but it brings the sordid and murky picture of the system to light. The clarion call is revamp the government and the archaic governance system.

#### 1.4 Encounters and challenges faced

Innovators needed to exploit the advantages of ICT to transform the quality and cost effectiveness of their services, to align and integrate them with those of other public bodies, and to collect and manage data in ways that make it possible to provide information and services in an integrated manner at the local level.

While implementing e-Governance the following encounters and challenges were kept in mind:

- To adopt a state-wide approach for designing the systems and in planning implementation of the e-Governance project. This not only brought uniformity across the state, but also resulted in cost and time optimization.
- To focus not only on just procurement of hardware or software, but primarily on a critical study of the existing system and processes for delivery of services to citizens and in providing easy access to information in a transparent manner.
- To focus on creating a centralized and unified database across various services.
- To integrate with other IT initiatives in the state and leverage core infrastructure, rather than create separate infrastructure thus bringing down the overall cost.
- To adopt phase-wise approach for implementation based on the need and requirements of agencies.
- To adopt core standards ensuring applications and projects link across departments and agencies.
- To identify project champions to lead the initiatives.
- To carry out clear assessment and implementation of PPP models to ensure cost effectiveness and sustainability.
- To build flexibility in the system to meet future needs.
- To ensure that system can generate reports at state level for benchmarking and monitoring purposes.

## Good eGovernance Practices for 'SUWIDHA'

### 1.5 Strategy Adopted

A comprehensive e-Governance roll out strategy at state level was adopted comprising the following major components.

| Component                 | Description   |
|---------------------------|---|
| e-Governance Roadmap      | <p>A clear roadmap and implementation plan was defined to avoid duplication, wastage of effort, and chances of mistakes, and which ultimately lead to the creation of an integrated system. The roadmap included:</p> <ul style="list-style-type: none"><li>• understanding state's vision, objectives</li><li>• assessment of current IT environment</li><li>• assessment &amp; gap analysis of IT initiatives</li><li>• preparation of e-Governance strategy</li><li>• development of IT architecture</li><li>• identification &amp; utilization of opportunities for PPP</li><li>• preparation of revenue model</li></ul>  |
| Institutional Framework   | <p>Clearly defined institutional framework was drawn up at all levels by laying down decision-making processes and responsibilities across departments and at different levels. The institutional framework included:</p> <ul style="list-style-type: none"><li>• facilitation of taking empowered decisions and instill autonomy across the organizations to fulfill its roles</li><li>• addressing the differing roles required to be played with respect to the implementation of projects by different stakeholders</li></ul>   |
| Technology Infrastructure | <p>Technology infrastructure provided information with respect to applications, databases, infrastructure (IT and physical infrastructure), connectivity, etc. The various components were chosen carefully based on technical feasibility, economic considerations and criticality of requirements.</p> <p>The following considerations were kept in mind while dealing with technology infrastructure:</p> <ul style="list-style-type: none"><li>• adaptable and robust application platform to meet the varying requirements of agencies</li><li>• extremely user-friendly interface to reduce the impact of change management</li><li>• installation and implementation procedures shall be simple, to the extent possible</li><li>• scalable IT infrastructure to address future requirements of agencies</li><li>• capable of execution across different platforms</li><li>• secure so as to generate confidence among various stakeholders</li><li>• an appropriate disaster recovery and business continuity plan</li></ul> <p>Maintenance and upgradation was an integral part of the development of e-Governance solutions.</p> |

Good eGovernance Practices for 'SUWIDHA'

|  |   |
|--|---|
| <p>Business Process Re-engineering (BPR)</p>               | <p>Mere injection of technology into the existing processes was not enough to yield the desired results. It amounted to <i>translation</i>, rather than <i>transformation</i>. This rigorous exercise resulted in enhanced value to the customers or end-users.</p> <p>BPR included the following:</p> <ul style="list-style-type: none"> <li>• study of the existing systems, procedures, organizational, functional and user requirements</li> <li>• mapping of the processes</li> <li>• identification of such processes that help in simplifying procedures and in quick delivery of services</li> </ul> <p>One of the critical factors that lead to a high positive impact for such large scale e-Governance project was the extent and rigor of reforms undertaken in process re-engineering. <i>This exercise was the starting point for such an e-Governance initiative at state level; otherwise, the initiative would have resulted in mere computerization of existing processes and would have much likely not resulted in bringing efficiency in the system.</i></p> |
| <p>Delivery Mechanism</p>                                  | <p>Authentic delivery mechanism was the way through which services were delivered to customers. The delivery mechanism was made user-friendly and easily accessible to citizens. The scope included from Internet, common service centers, call centers, kiosks, etc. and impacted following:</p> <ul style="list-style-type: none"> <li>• technology infrastructure (hardware, software and network)</li> <li>• business processes and procedures organizational structure to manage and deliver the services, i.e., skills, roles and PPPs</li> </ul>   |
| <p>Information Security and Privacy</p>                    | <p>Security and privacy of information was one of the challenge and way to increase citizen confidence in the system. There were proper security tools to ensure that fraud and sabotage of systems was avoided. The mechanisms and responsibilities to access information were clearly defined and proper backup of information was available at any given point of time. It included information security management, system security, and access control and addressed issues related to information systems audit and security audit. Data protection, privacy, and security were integral parts of e-Governance and a challenge for agencies in e-enabling delivery of services.</p>   |
| <p>Business Continuity Plan and Disaster Recovery Plan</p> | <p>Thorough planning was made for all types of probable disruptions in service delivery due to failure of equipments, power cuts, shutting of servers, natural and man-made disasters and ways in which data loss can be prevented and services can be resumed at the earliest. At state level there were proper guidelines for both backup and disaster recovery.</p>  |
| <p>Capacity Building and Change Management:</p>            | <p>A dedicated and suitable capacity was created to prioritize, conceptualize, develop and manage e-Governance project.</p> <p>State prepared a capacity building plan that described:</p> <ul style="list-style-type: none"> <li>• capacity gaps at different levels of functionaries and identification of training needs</li> <li>• the training areas and target groups</li> <li>• institutional framework for building capacity in the states/agencies</li> </ul>  |
| <p>Public Awareness and Communication</p>                  | <p>Communicating and creating awareness with stakeholders and the public at large on the benefits of e-Governance helped in designing and implementation of required solutions.</p>   |

## 2 SUWIDHA – Provision of Citizen Services under District Administration in Punjab

### 2.1 Executive Summary

As the name beholds, 'Suwidha' is an honest and pioneering attempt aimed at providing convenience and comfort to the citizens of Punjab in multifarious services provided by the Government.

SUWIDHA [Single User-friendly Window Disposal and Help-line for Applicants] project has been launched to bring about perceptible improvement and quality assurance in the delivery of various citizen services offered by the Government. It intends to minimize delays, overcome the loopholes and make the system more efficient, transparent and hassle-free. The boon of IT has helped in taking a number of citizen services to an optimum level by computerization and effective Single Window mechanism. All type of applications related to any kind of jobs/service in the DC office are accepted from the citizens at the SUWIDHA counters. All the jobs/services have pre-defined processing days. A specified delivery date depending upon the type of service is given. The delivery of services/processed documents is also made through SUWIDHA counter. Pre-defined nominal facilitation charges are levied for select services to make the project self-sustainable.

SUWIDHA has been implemented in all the 20 districts and 56 Sub-divisions of Punjab to provide convenience to citizens by capturing the input at a single point, defining a specified delivery date depending upon the type of service and accepting cash at the counter itself.

SUWIDHA has been adjudged as the best E-governance project in India by SKOCH in the year 2005. The ratings assigned to the project vis-à-vis other E-governance projects in India are shown in **Annexure I** herewith.

### 2.2 Vision and Objectives of the project

- To provide better services to the public in a hassle-free manner & provide convenience to the citizens
- To provide single interface to public for all the DC office services.
- Re-defining government processes to provide quality & timely services to citizens
- Linkage with multiple channels to disseminate status of application.
- To standardize the processes throughout the state
- To integrate back-end services with front-end
- To provide integrated services in a transparent manner

### 2.3 Standard Operating Procedure of SUWIDHA

- The citizen approaches SUWIDHA Queue Counter and gets the Queue Token number.
- He waits for some time till his token number is displayed on the screen. On his turn at SUWIDHA Service Counter, he files his application.
- She/he is issued a receipt cum token number, which specifies the date of delivery of services. Each type of service has a pre-defined delivery time and the system automatically calculates the service delivery date.
- All kind of payments for the fees etc. can be made at the SUWIDHA counter. This further saves the inconvenience of the citizen to visit bank or treasury office to deposit such payments.
- The application/case is then sent to the branch for action.
- If the need be, the citizen can track the case with the help of SUWIDHA token number on the SUWIDHA website
- In order to ensure timely delivery, the DC monitors the progress regularly so that citizen does not have to visit the office un-necessarily.
- The delivery of documents/processed case is made on the specified date at the SUWIDHA Delivery Counters.
- There are more than 325 jobs under these 36 services for which the applications are accepted at SUWIDHA counters.

The Computerized print and placement of processes has improved the quality of services. SUWIDHA Software provides the facility of local language (Punjabi) as well.

SUWIDHA features are as below:

- All submissions of applications/requests for service(s) on a single counter
- Committed date for the delivery of service. Automatic stamping of the delivery date on computer-generated receipt, based on the type of service requested
- Encompasses almost all the branches of DC office
- Monitoring by Deputy Commissioner for delays beyond the specified dates
- Delivery of services from the same counter. No need to visit the branch

## Good eGovernance Practices for 'SUWIDHA'

- Facility of checking the completeness of the application forms so as to avoid further visits. The checklist of attachments required with the applications is displayed and verified on the counter itself. This ensures that the application is not rejected due to incompleteness.
- On the spot capturing of photo, wherever required; saves time and cost to the citizen
- Acceptance of petty cash. The citizen will not be required to visit the bank or the Treasury for paying service charges.
- Information on schemes and procedures
- Application forms
- Provision for on the spot delivery of services where the verification can be ensured based on the data available in the district databases
- Linkage with backend applications. The citizen is not required to visit the branch as the status can also be made available either through WebCITI (Web-based Citizen IT Interface) or DialCITI (Dialup-based Citizen IT Interface).

The intentions for further improvement of delivery as well as cycle time have led to the need for automation in the backend services/branches also in order to enhance quality of services. Implementation of SUWIDHA and SUWIDHA Back-end Services (SUBS) has improved the delivery of citizen services being offered to the citizens and provides them convenience.

### 2.4 Services Covered under SUWIDHA

| Sr. No. | Service Name                      |
|---------|-----------------------------------|
| 1.      | Arm Licenses Related Services     |
| 2.      | Services to Pensioners            |
| 3.      | Counters Signing of documents     |
| 4.      | Character Verification            |
| 5.      | Issuances of Bus Passes           |
| 6.      | Issuance of Dependent Certificate |
| 7.      | Issuance of Unmarried Certificate |
| 8.      | Issuance of Licenses              |
| 9.      | Endorsement of SPA/GPA            |

